Annex E: Personnel

INTRODUCTION

In concert with other modernization efforts, our focus remains transforming our Human Resource Enterprise, fielding an Army Modular Force, and sustaining the All-Volunteer Force. Ensuring the right quality and quantity of personnel—whether Soldier, Army Civilian Corps employee, or contractor—at the right place and right time remains a challenge facing our personnel system.

ACTIVE COMPONENT END STRENGTH

The President has authorized the Active Component to grow by 7,000 per year until it reaches end-strength of 547,400 by FY12. The Army's transformation into an Army Modular Force and the continued state of national emergency have necessitated an increase of the Active End Strength floor to 502,400, with Congress authorizing an end strength ceiling of 512,400. At the end of FY06, the Army's Active manpower strength was slightly less

than 506,000.

TRANSFORMATION OF THE HUMAN RESOURCE ENTERPRISE

Transforming the Human Resource Enterprise changes the way the Army manages and services its manpower (forces and structure). This includes Active and Reserve Components and

their families, Army Civilian Corps employees, veterans, retirees, and contractors. It includes the transformation of personnel and HR organizations, manpower, and personnel programs, policies, processes and systems, to ensure Joint readiness and interoperability, while continuing to meet the service-specific requirements of our All-Volunteer Force.

HR Enterprise Transformation employs the Lean Six Sigma methodology for improving the process flow of how we acquire, distribute, develop, deploy, compensate, sustain and structure all categories of personnel in all components. It enables us to optimize how we organize, equip, train and employ our personnel, units/agencies and systems on both the battlefield and in garrison. The objective streamlining of the battlespace personnel/unit footprint improves the speed and quality of HR support to Soldiers on the battlefield. The Defense Integrated Military Human Resources System and other integrated HR systems will serve as the information technology platforms through which we will accomplish many of these support functions.

HUMAN RESOURCE ENTERPRISE CHALLENGES

The Army currently relies on five major databases and over one hundred different applications, subsystems, reports and queries to manage manpower and personnel services. Many of these databases and subsystems use different data standards and protocols, making modernization and integration complex and expensive.

A single, integrated military personnel and pay management system is critical because it will allow better tracking of Soldiers from home station through mobilization to the battlefield and back; it will enable us to manage and safeguard sensitive

personal identity and friendly force information in a media-rich environment; and it will enable us to better monitor and manage the Operational Tempo of individual Soldiers.

The Army personnel community continues to improve data quality, reduce redundant manual input of common data elements, and eliminate manpower intensive analysis of raw information. These improvements—complemented with efficiencies realized from the enterprise approach to Army HR systems, business process reengineering, leveraged web technology, data cleansing, and preparing for a multi-component DoD pay and personnel system—will improve strategic responsiveness, enable Army transformation, enhance personnel services, and provide reach-back capability, thus enabling reductions in redundant layers of personnel staff on the battlefield.

Additionally, the Army is restructuring through Base Realignment and Closure, which will divest the Army of unnecessary installation infrastructure and will use the resultant savings to improve the fighting capabilities and quality of life for military forces. As a result of BRAC, Army Human Resources Command will move to Fort Knox, Ky., where it will join with U.S. Army Recruiting Command and U.S. Army Accessions Command to form the Army HR Center of Excellence. Global Defense Posture Realignment will restation about 70,000 Soldiers from bases in Europe and Korea back to CONUS.

THE ENTERPRISE APPROACH

Enterprise Architectures and Service Oriented Architecture design and engineering permit informed decisions and facilitate change by linking the information technology solutions to business processes. The Army's Personnel Services Delivery Redesign initiative is the basis for the operational enterprise architecture, and consists of aligning technical solutions to meet operational needs. PSDR, in concert with Defense Integrated Military Human Resources System, will facilitate enterprise-wide personnel and pay services and provide a

single, authoritative HR system to support the Warfighter. Even with successful implementation of DIMHRS, there still will be a requirement for a number of legacy systems to support manpower, training, casualty management, and initial entry requirements.

PERSONNEL SERVICES DELIVERY REDESIGN

As the Army's HR response to transformation, PSDR leverages web-based systems, connectivity, and bandwidth to support our expeditionary Army. This redesign eliminates support layers and minimizes support unit footprints in the battle space. PSDR embeds critical personnel functions in the S-1 section, enabling the brigade to bridge directly to CONUS-based HR professionals to accomplish personnel services tasks such as creating modular, scalable, and flexible new theater-level Adjutant General units to support casualty; postal; and reception, replacement, return to duty, R&R, and redeployment. PSDR eliminates the need to unplug personnel services capabilities from a garrison structure to support wartime deployments, empowering commanders to provide HR services directly to their Soldiers.

The Army is employing a four-phase PSDR implementation plan with the completion of redesign for all components by FY09. Implementation is synchronized with the Army Modular Force Plan, operational deployments, *Army Campaign Plan, Global Defense Posture Review*, Installation Management Command, and Force Stabilization.

DEFENSE INTEGRATED MILITARY HUMAN RESOURCES SYSTEM

Defense Integrated Military Human Resources System will provide a single, unclassified, integrated military personnel and pay management system for all DoD military personnel during peace, war, mobilization, and demobilization. It creates a single record of service spanning the career of each Service member, regardless of career status, ensuring accurate and timely access to information

for all authorized users, including the service member. The Army will be the first Service to field DIMHRS, with the initial components of the system scheduled for implementation in FY08.

ELECTRONIC MILITARY PERSONNEL OFFICE

The eMILPO application serves as the Army HR community's premier tool for personnel accounting and services. As a web-based application, it has modernized many personnel processes. Through the DataStore query tool, units and personnel specialists have ready access to information that once was limited and cumbersome to obtain. The design of the software also enables greater flexibility in modifying the application to meet the Army's changing needs.

Since its 1 August 2003 fielding, eMILPO has continued to adapt to the critical needs of commanders and Soldiers by providing a personnel system that supports Army transformation and the impending transition into DIMHRS. Continued funding for this program is essential for eMILPO to mitigate risks associated with the DIMHRS fielding schedule, as well as support changes needed within eMILPO through engineering change proposals needed for improvement of command-level visibility of deployment restrictions, promotions, mobilization, interface establishment and Soldier support issues.

FORMS CONTENT MANAGEMENT PROGRAM

The Army Publishing Directorate is working to replace the Army's existing electronic forms programs with an easy-to-use Army-wide electronic forms solution available as part of the Army's collaboration web site, Army Knowledge Online. This new program will increase interoperability across the Army in addition to reducing development and sustainment costs associated with e-forms management. Capabilities will include e-signatures, document routing, and

work flow and content management. Military evaluation and awards recommendations are the first fully functional forms, with other documents scheduled for phased implementation.

DEPLOYED THEATER ACCOUNTABILITY SOFTWARE

The DTAS application will serve as a strength accounting tool with classified processing capabilities compatible and complementary to eMILPO. DTAS provides near real-time personnel asset visibility of deployed Soldiers at all echelons by enabling deployed commanders and HR managers to account daily for personnel by name/SSN, unit and location. The software provides a number of firsts for the Army personnel community, such as disconnected-operations capability updated through the Secret Internet Protocol Router Network (SIPRNET). When communication is available, the software provides users the capability to track personnel in a deployed Theater. It also meets Office of the Secretary of Defense medical surveillance guidance, and tracks personnel deployment date histories.

DTAS software can be compatible with and provides complementary capability to DIMHRS, as well as enhances senior-leader decision-making capability at the tactical- through strategic-levels by providing a concise, common operational picture of deployed forces. Additional funding for this program will increase overall productivity by providing fully integrated strength management capability for better responsiveness in replacement operations and fully integrated deployment manifesting capability to reduce separate systems and improve data reliability.

STRENGTH MANAGEMENT SYSTEM REDESIGN

The fielding of the Enlisted Specialty model in FY07 marked the completion of the SMSR effort, a multi-year initiative to build a new Army strength analysis and forecasting system for the Army G-1 and all stakeholders. Collectively known as

the Active Army Strength Forecaster, the suite of new models employs the latest algorithms and information technology to provide state-of-the-art strength management and forecasting. A2SF will increase flexibility in modeling manpower policies and programs, provide greater accessibility through web-based technology, improve projection accuracy, and reduce operation and maintenance costs. Continued system maintenance and adjustments will ensure the system remains current and responsive to evolving Army forecasting requirements into the future.

EARMYU

This award-winning online program revolutionizes education by eliminating barriers to post-secondary educational opportunity by providing Army-wide, any time access to academe. Initially fielded at Forts Campbell, Hood, and Benning, more than 76,000 Soldiers have enrolled in eArmyU, with access to 145 degree programs at 28 regionally accredited colleges and universities. Eligible Soldiers receive tuition assistance (capped by established semester hours), books, internet and e-mail accounts, an eArmyU "boot camp" tutorial, online academic tutoring and 24/7 help desk and technology support. Effective 14 September 2006, the eArmyU laptop option enrollment was suspended, pending additional funding. Access to the cutting-edge eArmyU program is available to all eligible active duty and Active Guard/Reserve Soldiers.

GOARMYED/CENTRALIZED TUITION ASSISTANCE MANAGEMENT

The future state of Army Education is achieved through standardized and automated business processes within a global Army Continuing Education System architecture that embraces one Soldier-centric system, GoArmyEd. GoArmyEd is a sound strategy to ensure centralized information management and virtualized self-service and support systems to grow the Army's future leaders.

In FY06, ACES implemented GoArmyEd and CTAM to provide Soldiers with virtual access to tuition assistance benefits anytime, anywhere, regardless of geographical location. This has provided greater visibility and improved accuracy in management of Tuition Assistance dollars.

GoArmyEd's portability allows a new generation of Soldiers to access postsecondary education opportunities to sharpen their competitive and critical thinking skills. As of December 2006, more than 137,000 Soldiers have active GoArmyEd accounts. Since May 2006, Soldiers have enrolled in over 178,000 classes virtually through the GoArmyEd portal. By leveraging technologies such as work flow, document management, collaboration tools, intelligent agents, and automated notification, ACES has reduced the need for manual intervention. Providing Soldiers virtual access to request Army Tuition Assistance online through GoArmyEd supports the Army's transformation and drives down costs through standardized processes.

ARMY CIVILIAN CORPS

Planned enhancements to personnel programs and systems affecting the civilian workforce are captured in four primary strategic objectives:

- Development of "pentathletes"—diverse, world-class enterprise leaders who effectively manage and lead people in a Joint environment

- Sustainment of a diverse and agile Civilian Corps capable of seamless integration into the Total Force

- Development of a mission-focused, results-oriented workforce that is strategically aligned and customer focused, providing measurable, leading edge results

These enhancements will be accomplished through the deployment of the National Security Personnel System, Army Leaders for the 21st Century and through business transformation using L6S.

NATIONAL SECURITY PERSONNEL SYSTEM

In the FY04 National Defense Authorization Act, Congress authorized NSPS and, on 24 November 2003, President Bush enacted the law that allowed DoD to establish new rules for how civilians are hired, assigned, compensated, promoted, and disciplined, within the framework of merit principles, veterans' preference, and respect for employees' right to bargain.

NSPS represents a landmark transformation of civilian personnel management by changing the way the Army attracts, retains, rewards, and develops its civilian employees. This is a system that will give us improved opportunities to accomplish the challenges we face now and in the future by:

- Holding supervisors and employees accountable for results tied to mission requirements

- Providing broad pay bands to allow employees to be easily transferred to other work assignments and opportunities

- Motivating employees by rewarding them for performance and contributions

- Simplifying and streamlining recruitment and internal hiring and staffing processed

- Promoting skill development and advancement opportunities, while maintaining employee rights and legal entitlements.

NSPS is a phased process. Each phase is known as a Spiral, and each Spiral may have multiple increments. On 30 April 2006, DoD converted approximately 11,000 non-bargaining unit employees as part of Spiral 1.1. This included approximately 2,350 members of Army's Civilian Human Resources Agency.

More than 2,600 Army civilians converted to NSPS with 12 November 2006 implementation of Spiral 1.2, and more than 30,000 more will have transitioned to NSPS between January and April 2007. Elements of the Army Staff, AMC, U.S. Army Medical Command, and the Military District of Washington are among those converting to NSPS.
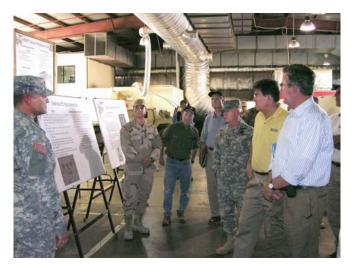
Robust NSPS training efforts will continue worldwide in FY08 to train many thousands of converted Civilian Corps employees. Military leaders and supervising civilians must also be trained in order to appraise the performance of civil employees. In early 2007, the Army will have conducted continuing collaboration on Army NSPS policy guidance with union representatives. Senior leadership support will be the key for Army to successfully transition to NSPS. The deployment of NSPS is a cornerstone to achieving our human capital transformation goals.

LEAN SIX SIGMA

Lean Six Sigma is a business improvement methodology that maximizes shareholder value by achieving the fastest rate of improvement in customer satisfaction, cost, quality, process speed, and invested capital. In the civilian HR community, L6S is being used to improve the Civilian Appropriated and Non-Appropriated Fund recruitment processes, the Army awards process, and the workers' compensation process. Leveraging lessons learned from completing these L6S projects, the Army civilian HR community will transform itself and improve the speed and quality of the services it provides in a resource constrained environment.

CIVILIAN CORPS HUMAN RESOURCES TRANSFORMATION

Since 1993, the number of personnel providing civilian HR services has decreased by 44 percent, and this trend likely will continue. A vital part of

our mission is to explore new and innovative ways to deliver civilian HR services while improving existing processes by eliminating redundancies, streamlining our services, and introducing 21st Century service delivery methods.

ONLINE CIVILIAN CORPS PERSONNEL SYSTEMS

The Army continues in the forefront of initiatives to create a web-based, fully automated civilian personnel support system that operates in real-time and is 24/7-accessible for Civilian Personnel Operations Centers, Civilian Personnel Advisory Centers, managers, employees and potential employees. The Army has continued to reach these goals with the development of the Army Portal and Army Staffing Suite, which provides a one-stop, web-based application for access to all Army Civilian Corps HR tools and applications. These applications allow personnel to create and track Request for Personnel Actions, as well as query relevant organization, employee, and position data. The Staffing Suite is a set of tools used in the recruitment process to fill Army Civilian Corps personnel vacancies. The tools include functionality to post vacancies on the web, allow applicants to search for vacancies, provide the mechanism for applicants to create and submit online resumes, and allow managers to select candidates online.

Additionally, the Army Benefits Center-Civilians (ABC-C) has earned an outstanding reputation for supporting retiring civilians by providing automated benefits support and personal benefits counseling. ABC-C has greatly improved civilian retirement application processing times and ensured employees near retirement are provided consistent and accurate information. For greater convenience, work has begun on developing an online retirement process rather than the current process that requires employees to mail in their retirement packages.

CIVILIAN FORECASTING AND ANALYSIS SYSTEMS

Improvements in the Civilian Workforce Analysis Support System and Civilian Forecasting System have been fielded in phases over the past five years. Some of the improvements have included development of a web site focused on workforce revitalization, a capability for generating forecasts as designated by users for specific population groups, and up-front analyses and feedback to users on the feasibility of forecasts submitted for execution. Output from these tools has been used to integrate analyses and forecasting data into the development of staffing plans for recruitment and other areas of focus to the HR community. Planned improvements include modularization of the CIVFORS code to increase maintainability and reduce costs, increase accuracy, and provide back-end evaluation of model quality with feedback to users.

MILITARY-TO-CIVILIAN CONVERSIONS

From FY04 to FY06 the Army converted 9,644 Active Component positions needed to sustain the growth of the operational Army in its training base, power projection platforms, medical structure and other parts of the institutional Army from military to civilian performance. From FY07-13, the Army programmed an additional 3,712 positions from military to civilian performance, primarily in medical structure and a lesser number from the OSD staff, Joint staff and COCOM headquarters. Unlike the Navy and the Air Force, the Army is not converting positions to save money from reduced end strength, but instead is realigning

the converted military positions to the operational Army to meet operational demands and man the force. Conversions yield mid-grade military needed to build operational capability more quickly. In addition, conversions are less costly than additional military manpower. The number of future conversions will be determined based on the operational demand, the level of funding available and the number of convertible positions identified by the DoD Manpower Mix Criteria coding.

AGING CIVILIAN WORKFORCE AND INCREASED RETIREMENTS

As baby-boomers leave the workforce, the projected number of retirements is expected to decrease between FY08-10. Still, retirements have been steady and averaging about 8,000 per year, even though the median age of the Army's Civilian Corps remains significantly higher than that of the civilian labor force. The biggest challenge for Army civilians will be recruitment of experienced, qualified workers to fill vacancies left by the baby boomers. Competition for these workers is anticipated to be keen. The Army's HR community is engaged in pursuing all available strategies to get ahead of the competition, to include sustainment of intern funding, holding on to older workers, encouraging knowledge transfers, and using projected critical shortfalls in advance recruitment planning.

CIVILIAN LEADER EDUCATION, TRAINING AND DEVELOPMENT

The Army, in support of the Secretary of the Army's vision and results of the Review of Education, Training, Assignment of Leaders, has a new initiative called AL21. With the Civilian Education System (a leader development initiative in response to an Army Training and Leader Development Panel Civilian Study), AL21 is intended to transform Army civilian career management and leader development and provide a development continuum. Yet another leadership development program is the Army's Fellow Program, which is designed to recruit and retain a high-quality, mobile, and multifunctional civilian workforce to help fill "the bench" with outstanding future civilian leaders.

CAREER INTERN PROGRAM

The Army Career Intern Program assesses, educates, and trains members of the Army's future civilian technical and professional workforce. Training consists of prescribed sequential and progressive formal classroom sessions and on-the-job developmental assignments. Upon completion, employees possess requisite skills, abilities, and leadership competencies required to immediately fill critical Army workforce positions. The program has been in place for decades, and has grown and transformed with the ever-changing environment. Interns hired in the 1970s and 1980s now comprise the largest portion of Army senior civilian managers. Over 60 percent of interns who started with the Army currently remain as they near retirement age.

Workforce planning indicates the program should have 4,000 intern graduates a year for the next 10 years to meet Army needs 15 to 20 years in the future—as well as provide journey-level workers in the interim. During the past two years, the program has been able to grow the intern pipeline from an average intake of only 400 to 500 interns per year, to about 800 of the 4,000 needed. Workforce planning continues to show that the program allows the Army to recruit and train interns who serve lifetime careers and grow into the next generation of Senior Executive Services and leaders of the Army. Future endeavors include enhancing the intern program to capture the elite and brightest applicants, along with providing the advanced training, education, and skills that will provide maximum support to the war-fighter and a transforming Army.

MANNING THE FORCE

The Army continues to address the necessary refinements concerning the proper mix of manpower among the military, civilian corps, and contract support requirements. This ongoing refinement process ensures that Army clearly delineates core and non-core functions in the effort to outsource or privatize non-core functions.

Unit Focused Stability sets the condition for the Army to build more deployable combat units. The Army will continue to be manned to achieve and maintain readiness, combat effectiveness, deployability and stability in support of Army priorities. However, the primary focus for all personnel resources is manning transition teams, deployed and redeploying forces.

The Army will establish policies for the length, frequency of tours and number of deployments for the Active and Reserve Component. This will lead to a thorough force structure analysis that will result in recommended force structure adjustments, including the identified required adjustments to the Active/Reserve force mix. The metric for success for all actions will be the decrease of turmoil on units, Soldiers and families, resulting in increased combat readiness throughout the Army.

ARMY RECRUITING AND RETENTION

The Army can grow only if it can recruit. Significant initiatives to modernize the supporting information systems for this critical mission are ongoing. Army recruiters must be able to show detailed information on the full range of job opportunities, duty locations, training availability and incentives to perspective recruits.

The Army is expanding the capability to provide this individualized counseling beyond the Military Entrance Processing Station, and directly to 18,000 Active, National Guard and Reserve recruiters and staff members by web-enabling the recruiting

systems. Additional web-enabling initiatives are underway to allow interested civilians to query Army job opportunities without the immediate or direct assistance of an Army recruiter.

Concurrently, the technical infrastructure must be upgraded to meet the user response requirements and to maintain compatibility with modern operating systems and security requirements. By fully utilizing cross-command assets and modern computing technologies, the recruiting systems will have continuity of operations from separate Midwest and East Coast facilities. The Army will continue to improve the accession process as technology changes.

For units, retention continues to be the unit commander's program for maintaining unit readiness and stability. It is mission critical to provide worldwide access to deployed and CONUS units to match the needs and desires of individual Soldiers. Army unit strength and Soldier reenlistment policies and incentives are constantly being updated. Updates such as stop-loss, reenlistment bonus criteria, changes to MOS, training availability and Reserve unit vacancies must accurately replicate throughout the Army systems, and be available immediately to unit commanders and Soldiers within the reenlistment eligibility window.

FORCE STABILIZATION

The driving concept behind Force Stabilization is to produce highly cohesive combat teams capable of increased operational effectiveness while decreasing turbulence and increasing predictability and stability for Soldiers and their families. To achieve unit cohesion and higher operational capability in our combat units, the Army must:

1. Synchronize assignments of large numbers of Soldiers with training and employment of units

2. Manage personnel gains and losses to reduce daily personnel turnover stemming from the individual replacement system

3. Manage force modernization and force structure changes within the Force Stabilization concept

Force Stabilization is supported by two manning strategies: Stabilization and Unit Focused Stability. With Stabilization, all Soldiers CONUS-based are eligible to be stabilized at their current assigned post for longer periods and will be moved by HRC, based on needs of the Army, leader development, and individual preference. Although Soldiers in higher-density military occupational specialties (MOS) and at larger installations are likely to be stabilized longer than those in lower-density MOSs or at smaller installations, all Soldiers can expect to be assigned to their posts for greater periods of time than previously. Stabilization meets the Army Chief of Staff intent to stabilize Soldiers for longer periods and reduce permanent changes of station, while offering Soldiers and families in CONUS predictability and stability in the unit and community.

Unit Focused Stability serves as a key personnel enabler for supporting the Army Force Generation Process. Unit Focused Stability is supported by two manning methods, cyclic and lifecycle manning, which are applied based on unit mission, operational requirements and the overall situation. The Army Chief of Staff has approved Cyclic Manning as a method but not yet for implementation. Lifecycle Manning has been approved by the CSA and will affect all maneuver BCTs. In coordination with G-3, Army G-1 has established the lifecycle

implementation schedule, based on current and future operational deployment and redeployment time lines, as well as the current modular transformation schedule.

Currently, 14 BCTs are under lifecycle management, and at least five more BCTs will undergo Lifecycle Manning in FY07, with the goal of executing Lifecycle Manning for all BCTs (except those in Korea and Germany) by FY11. Under the Lifecycle Manning model, Soldier assignments to that unit are synchronized to its established 36-month period, or lifecycle. Soldiers arrive, train and deploy together during the unit lifecycle, providing commanders and Soldiers with a predictable environment where they will be able to build, train and sustain high-performing, cohesive teams. Because each Soldier's timeline will be synchronized with the unit's lifecycle, issues of nondeployability will be reduced, as should turbulence caused by PCS/Expiration Term of Service until the end of the unit life-cycle. Together, these strategies support Force Stabilization and provide the combatant commander with more deployable, combat-ready forces while also benefiting the Soldier and his family at home.

INDIVIDUAL READY RESERVE MANAGEMENT AND MOBILIZATION

The IRR has the potential to become a much greater asset for the Army. While its mission is to provide a pool of Soldiers who are "individually ready" for call up, a majority of today's IRR members are either unaware of their service obligations or not qualified to perform further service. With increasing OPTEMPO, the immediate challenge is to reset and reinvigorate the IRR by providing management tools necessary to implement large-scale change.

On 30 November 2005, the Secretary of the Army approved a plan to transform the IRR. This plan outlines several initiatives geared towards creating a reliable source of skilled manpower by redefining IRR eligibility, use, and culture. The proposed

transformation initiatives will be executed in a phased approach and include:

1. Creation of the Individual Warrior Category within the IRR for its ready and qualified Soldiers. This is a cultural shift from one generic group of individuals to form a cohesive group of individually trained Soldiers who are ready to augment Army missions when needed. IWs will maintain a higher state of readiness by participating in virtual musters, attending annual readiness processing and, maintaining MOS proficiency, thereby allowing them to retain their status and remain competitive for promotion.

2. Increase Expectation Management. The Army will develop and deliver an Expectation Management briefing and Obligation Confirmation Checklist for all Soldiers at initial enlistment and an Reserve Component orientation briefing for all transitioning Soldiers. Variable enlistment length contracts will specify the number of years and status (active duty/selected reserve/IRR) in which an individual is required to serve out his or her eight-year military service obligation.

3. Control the Population. The Army is conducting a systematic screening of the current IRR population to reconcile records, identify non-mobilization assets, and ensure realistic reporting. If actions cannot be taken to rectify a Soldiers' non-deployable status, then disqualified Soldiers will be recommended for separation. The Army will also implement control mechanisms to assess incoming data in order to manage ongoing reconciliation and improve data integrity.

4. Implement a Screening and Training Program that aligns with ARFORGEN Process. The Army will screen approximately 20,000 Soldiers annually for programmed training, MOS refresher and/or reclassification training. Soldiers can request through their career managers additional training or professional development to remain eligible for promotion.

As the Army continues to transform to meet ever-changing global challenges, it must simultaneously evolve more meaningful ways for great American citizens who join the Army to continue to serve in a Ready Reserve status that is credible, relevant and enhancing to the individual's willingness and ability to serve.

CONTINUUM OF SERVICE

To ensure flexibility and a lifetime of service, the Army will institutionalize personnel support. This includes formalizing the concept of "continuum of service" supporting fluid, progressive movement across Army components, including civilians and retirees, based on the needs of the Army and the individual. Led by the Army G-1 and the Assistant Secretary of the Army (Manpower and Reserve Affairs), Continuum of Service will enable the Army to meet operational readiness requirements by supporting requirements of the total Army team, and will promote acquisition and maintenance of high-technology and other needed skills. Its focus will be recruiting, retention and transition/integration, with the overall mission of maximizing human capital development for the Army.

New initiatives such as the "blue to green" program to transfer qualified Air Force and Navy personnel downsized by their Service to the Army, and the 09L Arabic Translator Aide program, are improving operational capabilities by bringing needed skills to the Army. Incentives will be developed and instituted to reward voluntary returns to active duty if needed after retirement from a traditional career of service. Personnel Lifecycle Manning policies will allow all Soldiers to share flexibility in career management.

Further, several thousand nonmilitary-essential authorizations are to be civilianized through 2009, and systems put in place to retain qualified Soldiers departing active duty to fill those positions.

ARMY WELL-BEING

Providing for the well-being and quality of life of the Army family is a fundamental leadership obligation. AWB holistically integrates and continuously assesses services and programs that provide for the needs of our Soldiers and supports senior leaders in determining priorities in support of their Joint warfighting human capabilities requirement. AWB programs and processes enable leaders to care for Soldiers, Army Civilian Corps employees, and their families by balancing Army needs with individual needs.

Through focused programs, services, and initiatives the Army enables its people to achieve individual goals while increasing and strengthening collective preparedness. This ensures a prepared land power force in a constantly changing and transforming Army.

Consistent with these messages, AWB is now a component of the Army's Strategic Management System, identified as "Caring for Soldiers, Civilians and Families." Under this heading, we focus on lines of operation that support the overall well-being and quality of life of the Army's people, such as pay and compensation, health care, housing and work environment, family support, education and development, and cohesion of services, such as recreational services and morale support activities.

ARMY CENTER FOR SUBSTANCE ABUSE PROGRAMS

ACSAP oversees the Army Substance Abuse Program. The ASAP is a command program that provides Soldiers, family members, and civilian corps employees with substance abuse prevention, drug testing, early identification, rehabilitation, and referral services. The program aids commanders in assessing the security, military fitness, good order, and discipline of their units and aids supervisors of certain civilian employees in assessing fitness for duty. The primary objective of the drug testing program is drug abuse deterrence.

SEXUAL ASSAULT PREVENTION AND RESPONSE PROGRAM

The Army developed a victim-centered SAPR program that reinforces the Army's commitment to eliminate incidents of sexual assault and respond to those that are reported through a comprehensive approach centering on awareness and prevention, training and education, victim advocacy, response, reporting, and follow-up. The program promotes sensitive care and confidential reporting for victims of sexual assault and accountability for those who commit these crimes. Victim advocacy is the centerpiece of the Army's program. The implementing guidance for this program is found in AR 600-20, Army Command Policy.

US ARMY WOUNDED WARRIOR PROGRAM

On 30 April 2004, DA introduced the Disabled Soldier Support System. To imbue the Warrior Ethos, the program was re-designated the Army Wounded Warrior program on 6 November 2005. This program provides severely disabled and wounded Soldiers and their families a system of advocacy and follow-up with to assist them as they move from recovery through rehabilitation, and transition from military service to the civilian community.

Army Wounded Warrior tracks and monitors these Soldiers beyond their medical retirement, providing appropriate assistance through an array of federal, state and local benefits from agencies such as the Department of Veteran of Affairs, Department of

Labor, and various Veterans' Service Organizations. The Army's goal is for the AW2 program to work in concert with other key organizations to ensure these Soldiers and their families are given the care, support and assistance they so rightly deserve for their selfless service and sacrifice to our nation. Soldiers and family members can learn more about the AW2 program by calling toll free, 1-800-237-1336, or by visiting the program's web site at http://www.AW2.Army.Mil

WOUNDED WARRIOR ACCOUNTABILITY SYSTEM

As a result of a February 2005 Government Accountability Office Report, the Wounded Warrior Accountability System was created to track and account our Soldiers entering the medical system. This integrated data base has been designed to provide accurate and timely data from authoritative sources and to track Soldiers through the Wounded Warrior Lifecycle, which begins at point of injury, through medical treatment and rehabilitation, to the Medical Evaluation Board and Physical Evaluation Board processes, through return-to-duty and/or transition to civilian status. The system is a single data source for tracking, managing, and reporting and it eliminates or reduces data inconsistencies and redundancy and increases data accuracy. In the end, it improves support of the wounded Soldier and his or her family.

ARMY MENTORSHIP

The Army defines mentorship as "…the voluntary developmental relationship that exists between a person of greater experience and a person of lesser experience that is characterized by mutual trust and respect." The focus of the Army's mentorship strategy is on mentorship beyond the chain of command. This strategy addresses all Army constituents–Soldiers, Civilian Corps employees, family members, retirees, veterans, cadets, and contractors with AKO access—by provides online resources in the AKO Mentorship Community.

Specifically, it provides over 125 tailored mentorship forums (for group mentorship) and a searchable mentorship profile server that enables individuals to search (by rank, race, gender, career field, duty location, etc.) for their own one-on-one mentor. As of publication date, the server hosts nearly 1,500 registered users and more than 600 mentorship profiles. For more information: under Site Map, Army Organizations, Personnel, Mentorship]) easily accessible at http://www.armyg1.army.mil/hr/MRC.asp.

DEPLOYMENT CYCLE SUPPORT PROCESS

The Army continues to execute the Deployment Cycle Support process to ensure Soldiers, Army Civilian Corps Employees, and families are better prepared and sustained throughout the deployment cycle. DCS provides means to identify Soldiers and families who need assistance with the challenges inherent with extended deployments, and then facilitate their well-being throughout deployment. Each echelon of command must be involved to ensure DCS tasks are accomplished and documented for all Soldiers, including Army personnel deploying or deployed with other Services.

Initially the DCS process oriented on three stages: Redeployment, Post-Deployment, and Reconstitution. The Army currently is integrating the seven stage DCS process (Train-up/Preparation, Mobilization, Deployment, Employment, Redeployment, Post-Deployment, and Reconstitution) into the Force Projection Process. Training tools are available on the DCS web site at http://www.armyg1.army.mil/hr/dcs.asp to assist units and commanders with accomplishing DCS tasks. DCS will continue to evolve as elements affecting the human dimension of readiness are refined.

Military OneSource is a toll-free informational and referral service that provides consultants to Soldiers, civilians, and their families who may call, free of charge 24/7, when seeking help with deployment issues, family concerns, or referral questions.

REST AND RECUPERATION PROGRAM

On 23 September 2003, the Under Secretary of Defense, Personnel and Readiness approved a Rest and Recuperation leave program for personnel supporting OIF in the U.S. Central Command area of responsibility (AOR). CENTCOM also authorized personnel four days of off-duty "pass" to R&R locations throughout the theater in the R&R Pass Program. The R&R pass and leave programs are separate, yet complementary. The underlying assumption is that rest and recuperation opportunities are vital to maintaining combat readiness and capability when units are deployed and engaged in intense, sustained operations. These opportunities increase operational effectiveness as the effects of prolonged combat stress and family separation are mitigated.

On 25 September 2003, USCENTCOM initiated the R&R Leave Program for all Active and Reserve Component service members and DoD civilians deployed on 12-month tours of duty. The R&R Leave Program provides eligible individuals two weeks of chargeable leave between their third and eleventh month in theater.

On 29 September 2003, OSD designated the Army as the Executive Agent for the CENTCOM AOR R&R Leave Program in the areas of policy, programming and budget. OSD also approved designation of three additional aerial ports of debarkation: Atlanta, Dallas/Fort Worth and Los Angeles. Effective 19 December 2003, OSD authorized fully funded onward travel for R&R leave participants, in which they receive round-trip tickets from the AOR to the commercial airport nearest their leave destinations.

Operational requirements and service member preference are factors in determining which individuals participate in the R&R Leave Program at a given time. Prior to their departure for R&R leave, commanders conduct briefings with participants that include modified deployment cycle support tasks such as risk assessment, medical, reunion/reintegration and suicide prevention. Tasks at the gateways include customs screening and finalizing onward travel arrangements to facilitate individual R&R leave plans.

A milestone was reached on both 26 August 2004 and 22 August 2005, when the 100,000th and 250,000th R&R participants went through the program. As of February 2007, more than 400,000 participants had enjoyed leave opportunities through the programs.

ARMY RETIREMENT SERVICES

ARS provides policy oversight and frequent guidance to installation ARS offices worldwide to ensure Soldiers and family members are provided the very best advice in preparation for retirement, and also to ensure retired Soldiers and their families or survivors are taken care of in their post-retirement years. The Retirement Services Program uses web-enabled tools to support more retiring and retired Soldiers and families with smaller installation retirement services staffs. Soldiers and

family members can start preparing for retirement through the ARS homepage is at http://www.armyg1.army.mil/retire.

ARMY CAREER ALUMNI PROGRAM

ACAP is the Army's comprehensive transition program for Soldiers, Army Civilian Corps employees, and their family members. The program includes pre-separation counseling and benefits counseling, job search training, and employment assistance. ACAP provides one-on-one counseling to Soldiers and their families who are being monitored by the AW2 and who are in need of vocational rehabilitation training opportunities with Veterans Administration and employment connections to civilian corporations. For more important program information, Soldiers and Leaders should log onto the ACAP home page www.ACAP.Army.mil

MANPRINT PROGRAM

The mission of the Army MANPRINT program is to optimize total system performance, reduce lifecycle costs, and minimize risk of Soldier loss or injury by ensuring a systematic consideration of the impact of materiel design on Soldiers throughout the system development process. MANPRINT does this by analyzing possible trade-offs among performance, design and Soldier issues.

MANPRINT'S STRATEGIC VALUE TO THE ARMY

The MANPRINT process employs task and functional analyses and modeling to best determine personnel efficiency in operating and maintaining

systems. Theses analyses—matched with the relevant personnel attributes and well-planned training—yield optimal manpower allocations per system. Because early design decisions are so critical to lifecycle costs, MANPRINT must be employed early in a system's developmental cycle to maximize out-year operational and support savings. The continual improvement in MANPRINT techniques and tools relies on adequate funding of additional Soldier-oriented research and development. As we continue to push the envelope for battlefield dominance through technology advancements and innovations, we must ensure that the Soldier remains the centerpiece of our formation.

U.S. ARMY RESEARCH INSTITUTE FOR BEHAVIORAL AND SOCIAL SCIENCES

ARI is the only Army laboratory whose mission is to conduct research on personnel, training, and leader development and develop human science solutions that enable Soldiers to adapt and excel. ARI's research and development program addresses issues over the total lifecycle of the Soldier. ARI provides the scientific foundation for the Army to recruit, select, assign, promote, and retain highly effective Soldiers and train and develop them to keep pace with changing technology and mission demands.

A high priority for R&D is to develop tools and techniques that can more rapidly develop leaders with the decision making, interpersonal, and command skills that will ensure effective adaptive performance in any networked or asymmetric environment or mission scenario. The rapid OPTEMPO, internal transformational changes, and technology insertions going on now and envisioned for the future will challenge Soldiers and leaders physically and mentally. They will also change the culture and organizational dynamics of the Army as transformation and the strategic operational environment evolve.